



Marketing Plan

1 July 2006 – 30 June 2007

**Prepared
May 2006**

Introduction

Recreation SA's marketing plan for increasing participation in recreation in South Australia reflects the key strategic objectives of Recreation SA's Strategic Plan 2006-2009. The marketing plan is set to the realities of the resources available to Recreation SA to deliver a 'quality' level of services to its members and the recreation industry in South Australia.

The core function of any marketing plan is to align corporate objectives and resources with customer expectations and needs. This is based on market intelligence drawn from stakeholder and customer feedback, cross-referenced with Recreation SA's performance in the market place.

1. Overview

To grow Recreation SA's membership, fitness registrations and increase active participation in recreation in South Australia, we need to understand and be driven by what the recreation industry and broader community expects and needs, within our available resources.

Successful membership based organizations are customer driven businesses. In this customer focused and customer driven environment, perceptions are reality, customer satisfaction is currency and customer intelligence is a valuable tool that will allow for the delivery of a service or product that will match the expectations and needs of the customer and subsequently deliver an increase in membership and overall active participation in recreation.

To understand the customer, their needs and expectations, it is best to draw intelligence from both qualitative and quantitative research, both bench and commissioned profiling, both members and non-members.

For Recreation SA to achieve its key strategic objectives it will need a firm understanding of customer needs and perceptions which should be reflected in the overall delivery of services to the recreation industry and the people of South Australia.

However, membership numbers and an increase in active participation in recreation will never reach its full potential if the benefits are not communicated to the customer in a timely and appropriate manner.

The delivery of marketing and information and subsequent customer understanding of the services offered by Recreation SA is fundamental to the success of increasing memberships and increasing the active participation in recreation in South Australia. It needs to attract, guide, inform, educate, mentor and create opportunities for new customers/members as well as encouraging the expanded use of the services offered by Recreation SA to existing customers/members and to the broader community.

The marketing mix detailed in this marketing plan has many components, which falls into two categories:

1. Why you should be a member of Recreation SA

- This encourages new members to consider joining Recreation SA with messages offering savings (insurance, industry discounts etc), networking and business opportunities, government representation at all levels, industry specific information and forums, education and training. It will also reassure existing members that they have made a smart business decision to be a member, and at the same time elevate the perception of Recreation SA to the broader community and to government.

2. How to use the services of Recreation SA

- The incentives and services offered with the “why” message, will not work if there is not enough “how to” information, that is easy to access, understand and widely available e.g. Recreation SA’ website, links to other recreation industry websites, information brochures, sponsorship opportunities.

2. Objectives and core strategies of the marketing plan

1. Marketing Objective

Recognition that Recreation SA is a professional, not-for profit organization, delivering quality services, in a timely manner to its members and the community.

Strategies:

- Introduce repackaged services that reflect a new and vibrant customer focused Recreation SA.
- Strategic distribution and access to Recreation SA's information and services, highlighting the benefits.
- Increase brand awareness and subsequently improve service consistency for members and the broader community.

2. Marketing Objective

For members and the community to appreciate, understand and have confidence in Recreation SA as a strategic partner to collaborate on ventures between various recreation interests and activities.

Strategies:

- Reposition Recreation SA's brand with the introduction of new customer focused services.
- Point to and explain the benefits of working with Recreation SA for both members and the community.

3. Marketing Objective

An increase in new memberships that is representative of the recreation industry.

Strategies:

- Create a structured marketing process that generates awareness of Recreation SA.
- Awareness of the benefits of being a member.
- An awareness of "How to" use the services of Recreation SA to benefit the member (what is in it for me?)
- Introduce repackaged products that reflect a new and vibrant customer focused Recreation SA.

4. Marketing Objective

An increase in active participation in recreation in South Australia.

Strategies:

- Create a structured marketing process that generates awareness of Recreation SA and the services it provides.
- Collaborate with the recreation industry to identify opportunities for the community to participate in recreational active whilst promoting the benefits of being active using the *be active* brand

3. Alignment of the marketing plan with the Key Strategic Objectives

It is important that the marketing plan align its strategies with the Key Strategic Objectives in Recreation SA's Strategic Plan 2006-2009.

Key Strategic Objectives	Marketing Strategies
1. Build and serve a powerful membership representing the recreation industry.	A better understanding of what members need and want from Recreation SA to be able to serve them and increase the membership base.
2. Foster the growth of a vital and sustainable recreation industry.	This long-term priority will be achieved incrementally. However, by focusing on growing the membership and quality services to the recreation industry, and the benefits they deliver, Recreation SA can maximize its return on investment by elevating the perceptions of Recreation SA.
3. Increase community awareness and participation in the recreation industry.	The proposal to provide quality information and services is outlined in the plan. This is further supported by tying it together with a strong, high profile brand and repackaged services, which will build better awareness.
4. Liaise with government and be the voice of the recreation industry locally and nationally.	Recreation SA is a major service provider to the recreation industry. A high profile and positive recognition as a leader in the recreation industry and community is key to accessing and influencing government representatives locally and nationally.

4. Marketing strategy overview

1. Build and serve a powerful membership representing the recreation industry.

Key Performance Indicator – 10% growth in membership growth per year.

	Strategy	Actions	Outcome/Output	Partners	Resources	Time frame
1.1	Develop a broader and deeper membership representing the recreation industry	a. Provide forums for discussion and consideration of issues by industry members which are relevant to the conduct, development and promotion of recreation in SA	Work with 3 industry partners – fitness, outdoor & community recreation, to deliver a program of forums including the following action items on the program: 1.1 b – get members to do research 1.1 e , 1.4 a, 3.2 a – get them to use RSA logo; tell them who you are & how you can service them; promote <i>be active</i> 1.2 c – commit to regular meetings & flow of info – website, emails 1.2 e – identify the issues 1.3 a – identify areas of growth 1.3 b – survey current programs 1.4 b – promote industry forums 2.1 a – training programs 2.1 b – workshops 2.2 a – engage members in consultation process 2.2 b – promote recreation polices & legislation 2.3 - members complete industry profile form for database - refer 1.2 b & 1.2 d 2.4 a, b, c – representation, constitution and restructure of board & sub committees 3.1 a – promote industry standards & awards 3.1 b – OH& S & best practice 3.1 d – promote industry standards 4.1 b – voice to industry from government	<ul style="list-style-type: none"> Australian Institute of Fitness TAFE SA Uni SA Life. Be in it Wilderness Escape/Venture Corporate Recharge Office for Recreation & Sport 	EO Office Manager Project Officer Venue/catering/guest speakers	June 2007 ongoing
		b. Conduct research to evaluate changes and improvements in recreation activities	Refer 1.1 a – forum 1.3 a & b Rec SA facilitates, evaluates and delivers agreed action plan from research results. Industry conducts research within their own	Uni SA Leonie Berger Jeff Dry	Executive Officer	June 2006 June 2007

			organization's			
		c. Develop and promote a broad range of information for the recreation industry	Resource database for members only (accessed by password) of industry related research/reports/articles Set up password access. Provide links to recreation suppliers	<ul style="list-style-type: none"> Fitness Australia All members 	Project Officer Rec SA staff Increase Rec SA's website capacity.	Done
		d. Collaborate with stakeholders	refer 1.1 a – forum 1.2 c – develop a sense of unity within industry 1.2 e – make representation on behalf of the industry 1.3 a – consult to identify growth areas	AASA	Board EO	ongoing
		e. Actively seek promotional and sponsorship opportunities to promote Recreation SA	refer 1.1 a – forum refer 3.2 a – promote <i>be active</i> refer 3.2 b – marketing communications plan refer 3.2 d – Recreation week & SA Fitness Awards	<ul style="list-style-type: none"> Media – Life. Be in it. Local Government Starcom 	EO Fitness Standing Committee FA	ongoing
1.2	Establish and maintain a strategic industry partnership that benefits the membership	a. Provide leadership in key national forums	Refer 1.2 e - make representation on behalf of the industry 1.4 a – articulate role of Rec SA 2.1 – partnerships with training providers 2.1 d – review of training packages	FA OCA Sport SA ORS	Board Standing Committees	
		b. Develop and maintain industry based alliance and networks	Refer 1.1 a – forum 1.4 a – articulate role of Rec SA	Sport SA ORS	EO	June 2006 ongoing
		c. Develop a sense of unity within the industry	Refer 1.1 a – forum 1.1 d collaborate with stakeholders Commit to full representation & equity on the Board & committees – refer 2.4 a, b, c		Rec SA Staff Board	June 2006 ongoing
		d. Provide a referral service to members	Database of industry contacts	Member organisations	Project Officer Rec SA staff	Ongoing
		e. Participate and make representation on behalf of the recreation industry in government strategic planning and policy development initiatives	Refer 1.1. a - forum Identified the issues/challenges of the recreation industry & present to government – refer 2.3 b Refer 4.1 a – Lobby government at all levels to raise awareness	RSA and Board members	EO Board	

1.3	Maximize the use of grant funding to achieve industry growth and development	a. Consult with the recreation industry to identify areas of growth and development on a quarterly basis	Identified growth areas and established KPI's for industry sectors to monitor growth and development Refer 1.1 b & d 1.3 b		Rec SA Standing Committees	10/06
		b. Survey members on effectiveness of current programs	Refer 1.1 b 1.4 a – articulate role of Rec SA Established KPIs for all programs		Project Officer Rec SA Staff	
1.4	Develop a coordinated and integrated approach across the recreation industry	a. Articulate the role of Recreation SA and the roles of the supporting recreation industry committees	Refer 1.1 e – actively seek sponsorship opportunities 1.2 a – leadership in key national forums 1.2 b – develop & maintain industry alliances & networks 1.2 e – make representation in govt. 1.3 b – survey members on current programs 2.2 a – development of new policies & review existing ones 2.2 b – assist industry to comply with legislation 2.3 a – develop profile of recreation industry 2.3 b – develop govt. liaison plan & 1.2 e – make representation in govt policy & 4.1 a, b – voice to government 2.4 a ,b, c – sound corporate governance 3.1 a, b ,c ,d, e - application of industry standards 3.2 c – collaborate with national bodies	TFG, Life Fitness Les Mills. Maxim, Zento, Regency TAFE, AIF,	Board Standing Committees EO	Nov 06
		b. Coordinate and support industry forums	Refer 1.1 a – forum 1.1 e – actively seek promotional & sponsorship opportunities 1.2 a provide leadership in key national forums 1.3 b – survey members on effectiveness of programs 2.1 c – develop partnerships with training providers 3.2 e - develop a policy forum	TAFE AIF	RSA staff	

2. Foster the growth of a vital and sustainable recreation industry

Key performance indicator – 100% increase in training opportunities across each industry sector – fitness, outdoor and community recreation with 80% attendance rate

	Strategy	Actions	Outcome/Output	Partners	Resources	Time frame
2.1	Develop a strong and professional industry through continuous learning and improvement	a. Facilitate training and education opportunities for members	Refer 1.1 a 1.1 c – develop broad range of info 1.3 b – survey on current effectiveness of programs 2.1 b – workshops 2.1 c – partnerships with training providers 2.1 d – review training packages	Members TAFE AIF	Fitness Administrator Project Officer	Ongoing
		b. Facilitate workshops to support professional training and development	Refer 1.1a 1.4 b – coordinate & support industry forums 2.1 a – training & education 2.1 c partnerships with training providers	TAFE AIF	Fitness Administrator Project Officer	Ongoing
		c. Develop partnerships with training providers	1.1 d – collaborate with stakeholders 1.2 b – industry alliances & networks 2.3 a – develop profile of recreation industry	TAFE SA Universities Dept. of Education, Science & Training Outdoor Council of Australia	EO	Ongoing
		d. Participate in the review of Training Packages	Refer 1.2 a leadership at forums 4.1 a, b – govt liaison	Service Skills SA/ Aust TAFE AIF FA	EO	ongoing
		e. Assist in the implementation of business improvement strategies	Refer 1.1 a - forums 1.1 d – collaborate with stakeholders 1.2 b – industry alliance & networks		EO	

2.2	Develop, implement and review relevant policies and legislation	a. Provide leadership in the development of new recreation policies and review of current policies and legislation in consultation with industry stakeholders	Refer 1.1 a Refer 3.1 b – promote health & safety of participants – best practice		RSA's staff	
		b. Assist the recreation industry to comply with relevant policies and legislation including Child Protection, Hot Weather Policy, Smoke Free and Mandatory Reporting	Refer 1.1 a 2.1 a, b – training & workshops 3.1 a – promote industry standards 3.1 b – promote OH&S Rec SA's website and a program of forums & industry specific workshops (when required) will introduce and reinforce the need for compliance with various pieces of legislation and policies.	Government agencies	RSA's website Project Officer	June 2006
2.3	Informed and timely decision making	a. Develop a profile of the recreation industry in South Australia	Refer 1.1 e Through the promotion of Rec SA as an organization, a profile of the recreation industry will be achieved	Media	Rec SA's website Project Officer	Ongoing
		b. Develop a comprehensive government liaison plan	The government liaison plan commits both Rec SA & the ORS to communicate regularly to identify opportunities to be involved in the consultation & decision making process in policy development & recreation development initiatives – refer 1.2 e and to identify promotional opportunities for the Minister. Through this liaison, Rec SA can provide a voice to the industry from government - refer 4.1. b.	ORS Rec SA	No cost Rec SA	07/06
2.4	Develop sound corporate governance	a. Consult with membership re representation	Refer 1.1 a		Funding for governance review from ORS	Dec 2006
		b. Rewrite Recreation SA's constitution	Refer 1.4 a – articulate the role of Rec SA	Lawyers	Funding	June 2007

		c. Restructure Board and sub committees	South Australia's recreation industry is equally represented on the Board and sub committees	Independent Consultant	RSA staff and Board	June 2007
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3. Increase community awareness and participation in the recreation industry

Key performance indicator – 15% increase in participation in recreation activities initiated by Recreation SA.

	Strategy	Actions	Outcome/Output	Partners	Resources	Time frame
3.1	Broaden the application of industry standards	a. Recognize, support and promote industry standards and awards for excellence in recreation	Refer 1.1 a & 1.4 b – forums 1.1 c- develop & promote broad range of information 2.1 a, b – training & workshops	ORS OCBA DEH Education Dept Schools	Continued funding	Dec 06
		b. Promote the health and safety of participants in recreation and encourage best practice within the industry	Refer 1.1 a & 1.4 b – forums 1.1 c- develop & promote broad range of information 2.1 a, b – training & workshops	Media	Trainers RSA staff	ongoing
		c. Provide registration accreditation under the various industry codes of practice	Refer 1.1 a & 1.4 b – forums 1.1 c- develop & promote broad range of information 2.1 a, b – training & workshops	OCA OCBA	Funding required Project Officer	June 2007
		d. Promote the application of industry standards	Refer 1.1 a & 1.4 b – forums 1.1 c- develop & promote broad range of information 2.1 a, b – training & workshops 3.1 a – recognize, support & promote industry standards	OCBA	Funding to deliver training	June 2007
		e. Monitor industry compliance	Refer 3.1 a – recognize, support & promote industry standards 3.1 c – registration accreditation	OCBA ORS OCA	Independent auditors required Funding to employ them	ongoing
3.2	Increase awareness and profile of Recreation SA	a. Facilitate the promotion of the <i>be active</i> message	Refer 1.1 a & 1.4 b – forums 1.1 c- develop & promote broad range of information 1.1 e – actively seek promotional &	ORS	RSA Staff	ongoing

			sponsorship opportunities			
		b. Develop a comprehensive marketing communications plan	1.4 a – articulate who Rec SA is	All RSA members	RSA Staff Standing Cmtees	June 2006
		c. Collaborate with national bodies	Refer 1.2 a – leadership in key national forums 1.1 d – collaborate with stakeholders 1.2 b - industry based alliances 2.3 a – develop profile of recreation in SA	FA OCA Qorf	Board EO	Annual events
		d. Convene annual Recreation week including the SA Fitness Awards	Refer 1.1 a – forum 1.1 d – collaborate with stakeholders 1.1 e – promotional & sponsorship opportunities 1.2 c – develop sense of unity within industry	Life Be In It Active Ageing Triathlon Step Into Life	RSA staff Standing Committees	Nov each year
		e. Develop a Policy Forum for information exchange	Refer 1.1 a – forum 1.4 b - coordinate & support industry forums		No cost RSA	

4. Government Liaison

Key performance indicator – Met with the Minister for Recreation and Sport or delegated authority quarterly.

	Strategy	Actions	Outcome/Output	Partners	Resources	Time frame
4.1	Be the voice of the recreation industry locally and nationally	a. Lobby local, state and federal government to raise awareness of recreation industry issues	Refer 1.2 e – make representation on behalf of the industry	Sport SA ORS AASA Outdoor Council of Australia Fitness Australia Australian Fitness Institute	EO	ongoing
		b. Provide a voice to the industry from government	Refer 1.4 a – articulate the role of Rec SA 2.3 b – develop a govt. liaison plan	Sport SA FA ORS	No cost EO	07/06

